

Status Report
for
U.S. Army Corps of Engineers
Employees

Management Accomplishments
under the
President's Management Agenda

July 2005

FOREWORD

We are pleased to provide to the employees of the U.S. Army Corps of Engineers a status report on implementation of the President's Management Agenda in the Corps. This report is an update to the August 2004 Status Report to Employees, and notes the additional results achieved by the Corps since the release of that report.

The President's Management Agenda, announced in 2001, includes a number of management initiatives. Six initiatives apply to the Corps: Competitive Sourcing, Strategic Management of Human Capital, Budget and Performance Integration, Expanded Electronic Government, Improved Financial Performance, and Real Property Asset Management.

These initiatives are directed at improving the efficiency and effectiveness of federal programs and their accountability to customers and taxpayers. The overarching objective for the initiatives is to clearly show results for the funding and effort invested in federal programs.

If these goals and objectives sound familiar, it is because the Corps and its employees pride themselves on their ability to achieve results. Though there is sometimes debate on particular projects or programs, there is no doubt as to the value the Civil Works program and other Corps programs add to the Nation's security and to the prosperity and quality of life of its people.

The Corps' and the Army's long-standing management objectives include making the most productive use of public funds, carrying out public activities better, faster, and cheaper, and being accountable to the public and taxpayers. Consequently, we believe we are building on a strong base as we carry out these presidential initiatives.

We commend to you the enclosed report.

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INTRODUCTION

This report describes the accomplishments of the U.S. Army Corps of Engineers, with oversight from the Assistant Secretary of the Army for Civil Works, in carrying out the President's Management Agenda.

The President's Management Agenda is a set of management reforms and initiatives directed at improving the way the federal government does business. President Bush stated that, "Improvements in the management of human capital, competitive sourcing, improved financial performance, and expanding electronic government will matter little if they are not linked to better results." The broad intent of the President's Management Agenda is working to improve performance and to more effectively spend taxpayers' dollars each year.

The Corps is separately responsible and accountable for its civil-funded program and budget through the Assistant Secretary of the Army for Civil Works, and the Civil Works program is treated as an "agency" within the Administration for program and budget matters. Therefore, the Corps is accountable for its accomplishments in carrying out the President's Management Agenda.

Six of the 14 President's Management Agenda initiatives apply to the Corps. This status report provides an overview on the following:

- Competitive Sourcing
- Strategic Management of Human Capital
- Budget and Performance Integration
- Expanded Electronic Government
- Improved Financial Performance
- Real Property Asset Management

Corps accountability under the Budget and Performance Integration initiative and the Improved Financial Performance initiative is limited to civil-funded activities, which can be separated from their military-funded counterparts. However, Corps accountability under the Competitive Sourcing, Strategic Management of Human Capital, Expanded Electronic Government, and Real Property Asset Management initiatives is Corps-wide, since the affected civil-funded activities cannot be separated from military-funded activities.

COMPETITIVE SOURCING

The Starting Point

In 2002, the Army Corps of Engineers identified 7,500 positions for competition over a five-year period. The positions perform commercial-type work in the following functions:

- Information Management/Information Technology
- Directorate of Public Works, Engineer Research and Development Center
- Finance Center data entry
- Logistics Management
- Operation and Maintenance of Navigation Locks and Dams
- Civil Works operating activities.

Management Strategy

A goal of the Army Corps of Engineers competitive sourcing program is to assure a fair and transparent competition process for employees and the private sector. Competitions are planned and managed at the national level. Employees of the functions serve on the Performance Work Statement and Most Efficient Organization teams.

Management Improvements

Managing competitions at the national level enables the program to draw upon expertise from across the Army Corps of Engineers to include staff from the competed function, contracting specialists, lawyers, cost estimators, etc. The national program management approach to individual competitions enhances functional efficiencies by promoting a corporate perspective to process enhancements. The national approach also reduces costs by eliminating the duplication of program staff and study costs at the subordinate and district command levels.

Results

- The competition for Information Management/Information Technology function covering approximately 1,300 authorizations was announced in June 2004.

- The competition for the ERDC Directorate of Public Works function covering approximately 55 authorizations was announced in August 2004.
- The competition for the Finance Center data entry function covering approximately 66 authorizations was announced in March 2005.
- The competition for Logistics Management function originally scheduled for announcement in June 2005 was approved by the Undersecretary of Defense as a High Performing Organization pilot.

Next Steps

- The performance decision for the Directorate of Public Works is scheduled for mid-August 2005.
- The performance decision for the Finance Center data entry function is scheduled for late January 2006.
- The performance decision for the Information Management/Information Technology function is scheduled for 20 January 2006.
- Implementation of the Logistics Management HPO will begin in the Fall of 2005 and the HPO will be in place by April 2006.
- The competition for the Navigation Operation and Maintenance of Locks and Dams function is scheduled for public announcement in Fiscal Year 2006.

STRATEGIC MANAGEMENT OF HUMAN CAPITAL

The Starting Point

Strategic management of human capital is a Corps-wide initiative.

People are the Corps' most important asset. Developing, implementing and integrating human capital strategies helps Corps employees reach their potential and enable the Corps to achieve its strategic mission. The first principle of the Commander's Intent is: Taking care of our people.

Management Strategy

The strategy for human capital planning and management is to continue to integrate and strategically align human capital elements with other elements of Corps-wide strategic planning and management such as the Command Management Review, Command Strategic Reviews of regional operations, and the new 2005 Corps Campaign Plan (our strategic plan). The new "USACE Strategic Campaign Plan" (June 2005) continues to emphasize human capital focus and expectations. Human Capital is a thread running throughout the "Strategic Directions" pamphlet, from the Commander's Intent, the core competencies and operating principles, the strategic vision, campaign goals and enabling capabilities. The continuing initiatives will focus on learning organization, leadership development, attracting and retaining a world-class workforce, and knowledge management. The Campaign Plan emphasizes the interdependence and strategic alignment of human capital planning and management-enabling capabilities across the three Campaign Plan goals. These interdependencies are carried into the content and conduct of Corps decision making, internal and external reporting, and evaluation processes.

Management Improvements

The Corps human capital initiatives are sponsored by diverse organizational and functional teams. These initiatives include working with stakeholders and other agencies, including the Office of Personnel Management, to share best practices and lessons learned. Corps leadership is codifying the results of these initiatives in an integrated set of documents for doctrine, strategic plans, inspection plans and reports, program management plans, automated systems, and training, among other things. Corps leadership evaluates lessons learned and changes focus based on results.

Management improvements include:

- Enhancement of the Corps as a learning organization. We acquired and deployed the Communities of Practice (CoP) website and began using Groove

software, an automated collaboration tool. We also institutionalized Communities of Practice through issuing policy addressing CoP roles in succession planning, knowledge management and maintenance of technical capabilities. We have continued to offer the Corps Leadership for Learning course, and have trained an additional 276 employees about the USACE Learning Organization Doctrine and how to apply what they learn to improve our everyday work, and how to use their individual strengths to improve leadership and organizational performance.

- An initial after action review of the “USACE 2012” reorganization. The USACE 2012 concept was to operate as one Corps, to eliminate redundancies, to establish learning communities, and to focus Headquarters and Major Subordinate Command staff on accomplishing work in vertical teams that support regions, districts and their customers. These changes are embodied in four concepts: One Corps; Communities of Practice; Regional Business Centers; and Regional Integration Teams. This review reinforced the 2012 focus and staff reductions, however minor changes were made to the composition of the Regional Integration Teams that will strengthen support functions.
- A decision to disband the People, Process and Communications committees, after an assessment of return on investment. In their place we will rely on the new Strategy and Integration Directorate along with other functional proponents to ensure an integrated and cross-functional approach to human capital strategies, to be more efficient, more focused and to save money.
- A corporate coaching training program. This program provides in-depth, strengths-based training to individual who will then coach many other employees in their organizations across the Corps. Coaching helps the Corps operate in teams and boosts individual and organizational competence.
- Improved leader development. We built a comprehensive corporate leader development program and ensured alignment of that program with the best practices of programs across the Corps and the findings of the Engineer Inspector General report on leader development programs.

Results

The Corps has become more citizen-centered and has reduced layers within the organization. Since 1989, the number of supervisors has been reduced by over 50 percent. Ninety-five percent of the workforce is in direct customer service field positions.

The Corps has managed change. Since 1989, the entire Corps workforce has been reduced 38 percent and the blue-collar workforce has been reduced 26.5 percent. Concurrently, the occupational mix has changed to reflect the Corps changing missions.

For instance, the number of environmental engineers has increased from 229 to 431, and the number of biologists has increased from 619 to 1457.

The performance of Corps employees has become more strongly linked to Corps mission and strategic goals. Corps Senior Executive Service (SES) performance plan objectives are directly linked. These objectives cascade through the organization via two tools: the Mission Essential Task List, and the Automated Training Management Program, which is being deployed now. The latter program automates the linkage between mission requirements, performance objectives and individual development plans, and for the first time enables management to measure and prioritize training and development investments.

The Corps was able to respond to surges in deployments to Afghanistan and Iraq, while at the same time supporting an unprecedented hurricane season in 2004. More than 2,000 Corps employees have voluntarily deployed – 20% of these employees have deployed more than once. An additional 3,409 employees volunteered to perform Federal Emergency Management Agency and Corps missions associated with last year's devastating hurricanes. The deployment website <http://www.hq.usace.army.mil/cehr/d/deployment/main.htm> has been reworked, and, based on lessons learned, focuses heavily on consistent pre- and post-deployment procedures and benefits.

The Corps has improved planning capabilities through identification of planning Centers of Expertise and revitalization of the Planning Associates Program.

Next Steps

- The Corps will continue to move “learning” (e.g. training content, lessons learned, best practices, and technical expertise) to a web-based resource serving Corps Communities of Practice.
- The Corps will improve the use of surveys to measure degree of success in realizing human capital goals.
- The Corps will continue to attract, develop and retain a world-class workforce.
- The Corps will focus on improving and verifying mission-related, measurable performance plans below the SES level and will implement the National Security Personnel System performance management, pay for performance system.
- The Corps will continue to actively recruit highly qualified people to serve in Iraq and Afghanistan in support of the Global War on Terrorism, while continuing to support all other emergency support operations resulting from natural or man-made disasters.

BUDGET AND PERFORMANCE INTEGRATION

The Starting Point

The Corps' separate accountability for performance and budget integration is limited to the Civil Works mission. The information that follows pertains only to the Civil Works budget.

The Government Performance and Results Act of 1993 (GPRA) set the wheels in motion to transform government focus from managing activities and processes to managing for program results. GPRA requirements are incorporated into OMB's budget guidance to the agencies.

GPRA has three requirements. Agencies must:

- Develop six-year strategic plans focusing on accomplishment as measured by achievement of intended mission-related results;
- Prepare annual performance plans focusing on accomplishing near-term program results; and
- Submit annual performance reports providing accountability for achieving program results.

There are nine results-oriented business programs for the Civil Works mission. The nine programs are:

- Flood and Coastal Storm Damage Reduction
- Navigation
- Environment
- Regulatory
- Hydropower
- Recreation
- Water Supply
- Emergency Management
- Support for Others

Each program has unique outputs and outcomes. As an example, the intended program results for the Flood and Coastal Storm Damage Reduction program are reduced loss of life and property damage from flooding and storms.

Management Strategy

The Civil Works budget and performance integration initiative focuses on developing formal linkages between program performance planning and budget decision making. To accomplish this, the Corps is pursuing two actions: developing and continually refining clear results-oriented program objectives through the Civil Works Strategic Planning process; and developing and measuring accomplishment of program performance targets as part of budget development.

Management Improvements

In March 2004, the Assistant Secretary of the Army for Civil Works and the Chief of Engineers issued the Civil Works Strategic Plan. The plan provides a framework for program and project development to answer national water resource needs. It lays out goals and objectives for each business program that are linked to business program-specific outputs and outcomes.

The Assistant Secretary and the Chief have directed that the Civil Works program build its budget in increments from the ground up, based on measurable results. The strategic plan provides the framework for this. For this concept to work, each business program must have a set of quantifiable performance measures that reflect program missions, outputs, and outcomes, and the ability to quantify baseline performance and to establish annual or long-term targets for each measure. These targets would vary depending on budget decisions.

The development of measures has taken place concurrently in two venues. First, the Office of Management and Budget is collaborating with each agency on a "Program Assessment Rating Tool," or PART, for each of its programs. The tool uses a disciplined set of questions to evaluate program purpose and design, strategic planning, program management, and program results and accountability. In addition, the tool defines measures and quantifies goals and targets. All programs will be covered by fiscal year 2007 except Water Supply and Support for Others.

The second venue is the budget development process itself. The FY 2006 budget made significant progress in allocating funding based on performance. For instance, the FY2006 budget: 1) funded pre-construction engineering and design and construction work for flood damage reduction and navigation projects with the highest remaining benefit to remaining cost ratios; 2) provided maximum funding for dam safety assurance and seepage correction; and 3) emphasized operating navigation projects

with high commercial cargo use, or that provided significant commercial or subsistence fishing or public transportation benefits.

The FY 2007 budget will build on the lessons learned from developing the FY 2006 budget and benefit from refined business program-specific performance measures. In May 2005, the Engineer Circular for the FY 2007 budget was released in draft. This EC provides an explicit process for building the budget for each business program in increments, with the results of funding each increment being explicit and the increments being ranked based on performance criteria.

Results

Performance-based budgeting improves the quality of budget decisions and enables the Corps to better perform its Civil Works mission with the funds available. Although the results at this date are difficult to quantify, performance-based budgeting will deliver more program results for dollars expended in future years. This is especially important when funding is constrained and difficult choices must be made. Examples might include:

- Reduced flood risks
- Improved navigation efficiency
- Better protection and restoration of important ecological resources
- Improved reliability in hydropower, navigation and other systems
- Delivery of recreation services in the most beneficial time, place and manner
- Improved response to natural disasters

Next Steps

FY 2007 budget development is under way using the performance-based budgeting method. Army budget recommendations will be submitted to the Office of Management and Budget in September, and the President's budget will be released in February 2006.

The Corps continues to work to improve the performance-based budget screening criteria for future years' Civil Works budget development.

EXPANDED ELECTRONIC GOVERNMENT

The Starting Point

Expanded electronic government is a Corps-wide initiative. The Clinger-Cohen Act of 1996 legislated the requirement for all federal agencies to establish Chief Information Officer (CIO) positions. The establishment of our first executive CIO position in 1999 served as the impetus for the agency to begin managing information technology (IT) investments using an enterprise-wide approach. Both the Department of Defense and commercial organizations have conducted many best practice studies on how to best manage information. These studies have shown increased efficiencies in service and cost savings by managing IT at the enterprise level.

Management Strategy

We are continuing to update the agency-level Information Resources Management Strategy Plan, developed to provide the business rules for: managing IT and outline enterprise-level strategic directions for IT infrastructure; technology insertion; information assurance; IT investment portfolio management; enterprise architecture; and eGovernment. The updates reflect adjustments in command strategic and tactical goals as well as industry best practices.

We are developing the final eGovernment Implementation Plan to define the Corps' implementation of eGovernment and how we will integrate federal, Department of Defense and Army mandates for information technology initiatives.

Management Improvements/Results

Government to Citizen (G2C). Results include the following:

- In partnership with the Department of Interior and the Department of Defense, the Corps is developing a single ticketing application for the public to be able to purchase tickets for all federal recreation areas on line.
- The Corps is continuing to work with the United States Geological Survey to define the evolving needs of the Corps to acquire accurate geospatial data for water projects and missions.
- The Corps has developed a Common Look and Feel for Corps websites. This year we are migrating the headquarters' sites, but over the next two years, all Corps public sites will migrate to the brand. This facilitates the identity of official Corps websites by the general public.

Government to Government (G2G). The migration of Corps applications to the web has enabled the access of Corps business systems by all Corp employees and other federal agencies, especially when traveling or to be able to respond to disasters in remote locations.

Government to Business (G2B). We have developed a Corps enterprise Architecture to provide a blueprint for current systems that is being used by the A-76 study to lay out the details of the information infrastructure so all businesses bidding on the contract will be able to provide adequate IT resources when the contract is let.

Internal Efficiency and Effectiveness. The Corps is training the information management personnel in project management to capitalize on our human resources and provide projects with properly trained personnel.

Electronic Authentication. The Corps has fielded Common Access Cards to all Corps personnel and provided access card readers for all personal computers. This is the first step in the DOD plan to provide electronic authentication and signature that allows the secure sharing of electronic records, mail and privacy information.

Next Steps

Key goals in continuing Corps implementation of the President's Management Agenda for eGovernment include:

- Continuing our efforts to increase portfolio and business case visibility of planned IT investments, particularly in the scientific and engineering domain
- Continuing to develop a cadre of qualified IT Project Management professionals and assigning them to key corporate IT modernization initiatives to ensure that projects are within 10 percent of cost/schedule/performance objectives. This cadre will be integrated in partnership with the business areas sponsoring the IT initiative
- Continuing to add information to all of the CeA views (FY06)
- Increasing internal effectiveness and efficiency by enhancing the Knowledge Management Environment with collaboration tools, corporate branding of our web presence, standardized search engines, and streamlined data management (4th Qtr FY06)
- Continuing to seek opportunities for interagency cooperation on major IT initiatives

- Successfully completing the competitive sourcing of the IT/IM functional area (1st Qtr FY06) to enable significant service delivery and cost efficiencies for our infrastructure and office automation services from an enterprise perspective
- Continuing our efforts to achieve 90% security accreditation by 30 Aug 2005
- Continuing to adjust the Federal Information Systems Management Agency (FISMA) input to truly reflect the Corps security posture and the Corps information systems.

IMPROVED FINANCIAL PERFORMANCE

The Starting Point

The Corps' separate accountability for improved financial performance is limited to the Civil Works mission. The discussion that follows focuses on Civil Works accounts.

At the inception of the President's Management Agenda, the Corps had just completed deployment of the Corps of Engineers Financial Management System (CEFMS) and consolidation of all finance and accounting operations to the USACE Finance Center in Millington, Tennessee. These two important initiatives are the cornerstones of the Corps' ability to provide timely and reliable financial management information at reduced costs to the taxpayer.

The Corps also changed audit agencies after FY 2001 based on a new Government Accountability Office standard on independence. In FY 2002, the Department of Defense Inspector General (DODIG) took over audit responsibilities from the U.S. Army Audit Agency (USAAA), which had been the Corps' auditor for 10 years.

DODIG identified the following major audit problems: supporting documentation for older Civil Works assets; supporting documentation for Construction in Progress on Civil Works projects; and computer security issues.

Management Strategy

The Corps strategy is to provide leadership and stakeholders with real-time, reliable financial information, and to continue to pursue a favorable audit opinion on Civil Works financial statements.

Management Improvements / Results

CEFMS: Through CEFMS, the Corps has made great strides to ensure that leadership and stakeholders have the timely and reliable financial information they require to make critical business decisions. CEFMS is a single entry system that updates automatically, giving us financial information instantly.

In addition, CEFMS has an electronic signature feature, which provides the organization with a completely paperless environment that has reduced travel reimbursement to two days and decreased prompt payment interest. Since CEFMS is single entry system, it enables the Corps to prepare financial statements without data calls, because all the information required to compile Corps financial statements comes directly from CEFMS. This has enabled the Corps to meet all of the Office of

Management and Budget's new accelerated reporting requirements. For example, the Corps recently compiled midyear statements in two days less than the OMB mandate.

Audit issues: The Corps and DODIG have worked over the past four years to agree on what supporting documentation is satisfactory for older assets. In May 2004, DODIG and the Corps finalized a memorandum of agreement, which provides us with the ability to comply with the audit requirements for supporting older assets. This agreement provided the Corps with a reasonable approach to satisfy the requirements for supporting documentation that was missing for assets older than 1 October 1998. This is a significant agreement for us, and also for the rest of DOD, as this agreement will serve as a model for the rest of DOD to meet these audit requirements.

Next Steps

CEFMS continues to be the premier financial management system in DOD. Corps financial managers remain committed to ensuring that Corps leadership and stakeholders have timely and reliable information in order to make informed business decisions.

The Corps currently is completing corrective actions identified during the FY02 and FY03 DODIG audit of the Civil Works Balance Sheet. The Corps developed a "Get Well Plan" for FY 2005 to achieve the goal for asserting readiness for audit and receiving an opinion in FY 2006. Under the plan, Regional Leaders are identified who are responsible for providing leadership and guidance, overseeing districts' progress toward completion of their corrective actions, and validating their readiness for audit. The Corps will assert readiness for audit and prepare an assertion package for approval by the Department of Defense Comptroller once validation of all districts is complete.

In conjunction, USAAA has completed its validation of the other four Non-Balance Sheet Statements. Although USAAA identified a relatively small number of issues, its overall assessment was that these statements are ready for audit. The Corps anticipates that the other four statements also will be ready for audit in FY 2006.

USACE is also working with DODIG to transfer audit responsibility to independent public auditors.

REAL PROPERTY ASSET MANAGEMENT

The Starting Point

The federal government owns hundreds of billions of dollars of real property assets, and owns or manages one in every four acres of land in the United States. The real property asset management initiative, established by the President in Executive Order 13327, is designed to address the following issues:

- Promote efficient and economical use of America's real property assets.
- Assure management accountability for implementing federal real property management reforms.
- Ensure that agencies recognize the importance of real property resources through increased management attention, the establishment of clear goals and objectives, improved policies and levels of accountability.
- Establish a Senior Real Property Officer position at all major executive agencies.
- Require Senior Real Property Officers to develop and implement agency asset management plans.
- Create an interagency Federal Real Property Council (FRPC).
- Require development of single and descriptive database of federal real properties.

The Corps is participating in this initiative because it controls 11.7 million acres of land and waters at Civil Works projects throughout the country. These water resource development projects include flood control, hydropower, navigation, water supply, and recreation. Facilities include locks, dams, harbors, channels, hydropower plants, and recreation parks.

The Corps submitted a draft Asset Management Plan (AMP) to OMB in June 2005. It is structured according to guidelines mandated by the Federal Real Property Council. The AMP also integrates the applicable principles of the USACE Campaign Plan and the Civil Works Strategic Plan and applicable requirements of the Chief Financial Officers (CFO) Act. In particular, Goal #3 of the Civil Works Strategic Plan, which focuses on modernizing aging infrastructure, is directly related. By improving asset management, the Corps can make better informed decisions concerning prioritization of maintenance projects.

Management Strategy.

The Corps strategy is to provide the agency and stakeholders with real-time, reliable real property information. The integration of principles from the Campaign Plan and Civil Works Strategic Plan and requirements from the CFO Act and FRPC will enable improved asset management and informed budget decision making concerning Civil Works properties.

The Real Estate Management Information System (REMIS) is a real-time system containing hundreds of data elements covering the entire life cycle and title information on land and associated facilities. The Corps is making revisions to REMIS in order to capture the FRPC required data elements. REMIS will be used to report on the inventory component of asset management mandates.

Management Improvements / Results

The physical and functional conditions of facilities at projects and the extent of deferred maintenance are of special concern. The Corps developed a Facilities and Equipment Maintenance (FEM) program to capture facility condition and is collaborating with other landholding agencies in conducting benchmarking studies.

The Corps hired a contractor to perform a strategic functional requirements study and system performance gap analysis. The study and analysis validates current and future real estate systems information and technology needs. The contractor will also provide the Corps with a business case that supports current modernization initiatives and that is consistent with eGovernment policy.

Next Steps

Civil Works projects have undergone several rounds of utilization surveys under previous Executive Orders to ensure project lands are being wisely used. Therefore, the focus over the next several quarters will be to implement the new FRPC standards and contribute to achieving Civil Works strategic goals and objectives.

In compliance with FRPC standards concerning inventory upgrades, additional data fields have been entered into REMIS. The next step is to populate those fields.

The Engineer Research and Development Center is testing performance metrics for Corps assets.

The project management (P2) system will require task/work item system integration with the real property inventory and historical title evidence files system. The interfaces between P2 and the real estate systems (REMIS and others) are being designed.

The U.S. Army Corps of Engineers Real Property inventory has been audited over the last several years as part of the annual audit of the Civil Works financial statements. These audits are conducted to ensure the Corps' real property assets meet audit and accounting standards for proper valuation, accountability and capitalization guidelines. During the FY 2002 and FY 2003 Department of Defense Inspector General audits, deficiencies were identified, and corrective actions continue.

For more information, please see the following sources:

Competitive Sourcing

Point of Contact: Ray Navidi, P.E., CESS, 202-761-1048

Web Site: <http://competitivesourcing.usace.army.mil/index.htm>

Strategic Management of Human Capital

Point of Contact: Patricia McNabb, CEHR-D, 202-761-8998

Web Site:

Integration of Performance and Budget

Point of Contact: Tim Hiltz, CECW-IN, 761-4231

Web Site: N/A

Expanded Electronic Government

Point of Contact: Jean Gilleo, CECI-E, 202-761-7120

Web Site: N/A

Improved Financial Performance

Point of Contact: Michael E. Walsh, C.P.A., CERM-F, 202-761-1858.

Web Site: <http://www.usace.army.mil/inet/functions/rm/>.

Real Property Asset Management

Point of Contact: Andrea Kuhn, CEMP-CR, 202-761-5222

Web Site: N/A